

# WHAT HAPPENS TO PEOPLE DURING TRANSITION?

## FOUR RESPONSES YOU CAN EXPECT:

(Excerpt from "Working through Change")

RESPONSE	SYMPTOMS	STRATEGIES
<b>Confusion</b>	<ul style="list-style-type: none"> <li>-- Excessive questioning</li> <li>-- Busywork</li> <li>-- Unfocused</li> <li>-- Unsure where she/he fits in</li> <li>-- Shifting priorities</li> </ul>	<ul style="list-style-type: none"> <li>-- <b>Underlying issue:</b> Identify priorities, gather information</li> <li>-- <b>Strategy: EXPLAIN/PLAN</b> <ul style="list-style-type: none"> <li>. Listen</li> <li>. Provide information</li> <li>. Go into detail</li> <li>. Provide a framework and rules</li> <li>. Recognize that underneath the seemingly neutral questions, there may be worry</li> <li>. Develop a plan and establish priorities</li> <li>. Set out a plan for a meeting</li> </ul> </li> </ul>
<b>Loss of Identity</b>	<ul style="list-style-type: none"> <li>-- Dwelling on the past</li> <li>-- Exaggerating the negative</li> <li>-- Sabotaging the future</li> <li>-- Battles related to "what I do <u>is</u> who I am"</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Underlying issue:</b> Value of past, values, experience, and expertise</li> <li>- <b>Strategy: EXPLORE/TRANSFER</b> <ul style="list-style-type: none"> <li>. Use the past as a bridge to the present</li> <li>. Listen to their logic</li> <li>. Explore assumptions and conclusions</li> <li>. Questions rather than make statements</li> <li>. Draw on their experience, abilities, accomplishments</li> <li>. Transfer skills to new environment</li> <li>. Identify realistic options to move forward.</li> </ul> </li> </ul>
<b>Withdrawal</b>	<ul style="list-style-type: none"> <li>-- Low energy</li> <li>-- Superficial compliance</li> <li>-- Lack of commitment</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Underlying issue:</b> Exploring options</li> <li>- <b>Strategies: CONFRONT/IDENTITY</b> <ul style="list-style-type: none"> <li>. Initiate discussion</li> <li>. Individualize your approach (gentle to forceful)</li> <li>. Use "I" statements, especially at the start of the interaction</li> <li>. Be prepared to spend time digging to get to the truth; move to identify issues</li> <li>. Allow a reasonable time for withdrawn people to come around.</li> </ul> </li> </ul>
<b>Anger</b>	<ul style="list-style-type: none"> <li>-- Raised voice</li> <li>-- Hostile actions</li> <li>- Closed body language</li> <li>- Open resentment, blaming</li> <li>- Gathering support for their side</li> <li>- Attacks people, not situations</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Underlying issue:</b> Concern</li> <li>- <b>Strategy: VENT/ACKNOWLEDGE</b> <ul style="list-style-type: none"> <li>. Be prepared (<i>you</i> may be the target)</li> <li>. Manage your own emotions</li> <li>. Allow ample venting</li> <li>. Clarify the issues</li> <li>. Acknowledge the employee</li> </ul> </li> </ul>